

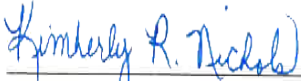
**RESOLUTION NO. 3024**


BE IT RESOLVED, by the City of Salisbury, Maryland that the following individual is appointed to the Salisbury Zoo Commission, for the term ending as indicated.

<u>Name</u>	<u>Term Ending</u>
Elliott Neal White	March 2023

THE ABOVE RESOLUTION was introduced and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on March 23, 2020.

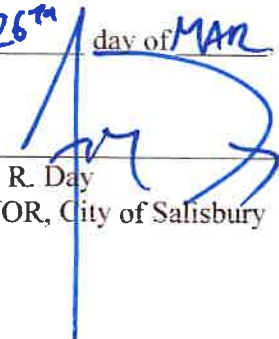
ATTEST:

  
\_\_\_\_\_  
Kimberly R. Nichols  
CITY CLERK

  
\_\_\_\_\_  
John R. Heath  
PRESIDENT, City Council

APPROVED BY ME THIS

26<sup>th</sup> day of MAR 2020

  
\_\_\_\_\_  
Jacob R. Day  
MAYOR, City of Salisbury



City of  
**Salisbury**  
Jacob R. Day, Mayor

## MEMORANDUM

**To:** Mayor Jacob Day  
**From:** Julie English, Administrative Assistant  
**Subject:** Appointment to the Salisbury Zoo Commission  
**Date:** March 18, 2020

---

Mayor Day, the following person has applied for appointment to the Salisbury Zoo Commission for the term ending as indicated:

<u>Name</u>	<u>Term Ending</u>
Elliott Neal White	March 2023

Attached you will find information from Elliott White and the resolution necessary for his appointment. If you approve of this appointment I will forward this information to the City Council so it may be placed on their agenda at the next Council meeting. Please let me know if you have any questions.

Attachment

**From:** [Neal White](#)  
**To:** [Julie English](#)  
**Subject:** Neal White would like to join the Salisbury Zoo Commission.  
**Date:** Friday, January 31, 2020 11:41:19 AM

---

**Name**

Neal White

**Phone**

(443) 614-2344

**Email**

[neal.white31@gmail.com](mailto:neal.white31@gmail.com)

**Address**

319 Park Avenue  
Salisbury, MD 21801  
[Map It](#)

**Where would you like to serve?**

Salisbury Zoo Commission

**Why would you like to serve on this board/commission?**

I would like to support the Zoo efforts to be an outstanding resource for our community. Our Zoo has a long history and I want to help continue that.

**Please upload a copy of your resume.**

- [Resume-12-2019.pdf](#)

---

**WARNING:** This message was sent from an external source. Please verify the source before clicking any links or opening any attachments. NEVER provide account credentials or sensitive data unless the source has been 100% verified as legitimate.

**ELLIOTT NEAL WHITE**  
319 Park Avenue, Salisbury, MD 21801 (443) 614-2344 (Cell)  
Email: neal.white31@gmail.com

**PROFILE**

---

Semi-Retired Senior Operations Executive with extensive management experience with integrated health care systems, operations, managed care, hospital and ambulatory delivery systems, behavioral health and long-term care. Demonstrated success in organizational development, strategic and operational planning, turnarounds and issues management. Adept at working with boards and governance, mergers and acquisitions, and understanding health policy and trends. Strengths include:

- Leadership and goal-setting
- Multiple task coordination
- Organizational/clinical program development and redesign
- Profitability and growing business
- Team building/integration communication skills
- Specialized education in hospital administration
- Regulatory compliance

**PROFESSIONAL EXPERIENCE**

---

***INTERIM ADMINISTRATOR***

**Heritage Center, Genesis, Dundalk, MD (July 11, 2019 – November 22, 2019)**

Administrator position for a 174 Bed Skilled Nursing Facility; reporting to the Senior VP of Operations, Genesis. Oversees all day-to-day functions and operations of the SNF. Supervises, directs and coordinates functions of the Heritage Center as well as nursing and administrative staff. Special focus placed on improving census, fiscal and operational goals, maintaining regulatory compliance and preparing for Annual Survey, and Employee accountability. Additionally, helping to grow a new Recovery/Wellness Program and improving the standing/image in the Community.

SELECTED ACCOMPLISHMENTS: (as of November 2019)

- Fiscal improvement in two areas; Census and P & L. Implemented admissions streamlining and accountability to improve census mix and overall case mix; increasing Medicare/Overall ADC to above Budget and in the 90<sup>th</sup> plus percentile. Improved the P & L from a monthly loss of (\$15,893) to profitability of \$162,899 end of month.
- Helped grow Wellness/Recovery Program from the beginning zero census to 11 residents census.
- Implemented rigorous audits in preparation for Annual Survey, to include Critical Pathways for all departments.
- Improved community relations while receiving positive Google Reviews (4-5 Stars). Began the process of creating a Culture of Accountability with staff.

***HEBREW HOME OF GREATER WASHINGTON, Rockville, MD (2011-March 31, 2019)***

Administrator position for a 556 Bed Skilled Nursing Facility; reporting to an on campus Senior VP of Operations. Oversees all day-to-day functions and operations of the SNF. Supervises, directs and coordinates functions of the Hebrew Home nursing and administrative staff. Special focus placed on coordinating/tracking of fiscal and operational goals, maintaining regulatory compliance and improving CMS Star rating and standing/image in the Community. Establishes new systems to improve fiscal and operational efficiencies, improve census and revenue, policies; delegates tasks and operational issues for resolution and follow up; ensures that customers and families receive the highest quality of service in a safe, caring and compassionate atmosphere. Interacts with personnel, customers, family members, visitors, government and Regulatory agencies/personnel and the general public.

SELECTED ACCOMPLISHMENTS: (as of January 2019)

- Continued Fiscal improvement in cost savings in supplies, food costs, medical supplies, incontinent supplies, pharmacy and drugs below budget for YE 2018. Implemented admissions streamlining to improve census mix and overall case mix; increasing Medicare/Overall ADC. CMI from 0.0092 up to 1.0466.
- Pay-For-Performance improved to over \$500,000 with increased ranking.
- Increased CMS Star Rating: Went from 1 star rating to overall 5 Star rating. Improved Annual QIS Survey with no harm Tags. Improved Quality Measures throughout the year.
- Facility Renovations; assisted with the coordination of all renovations; new rehabilitation center in 2013 and all short-stay units, resident rooms and dining rooms in 2013/2014; continuing in other locations in 2015 and 2016; e.g. Dining Rooms, Rehab, Lobby areas.
- Stabilized staffing and implemented Position Control; reduced turnover to 17%.

**Elliott Neal White**

**Page Two**

- Customer Service: 94% of our residents discharged say they would recommend us to others and rated us 8.9 out of 10 for care (MHCC survey).
- Received ACHCA Eli Pick Award for Administrative Excellence and US News and World Report Best Nursing Home; 2017, 2018, 2019.

***ATLANTIC SHORES REHABILITATION AND HEALTH CENTER, Millsboro, DE (2008-2011)***

Administrator position in a 181 Bed Skilled Nursing Facility; reporting to a regional COO of a Management Company (Global Healthcare Services). Oversees all day-to-day functions and operations of the Facility. Supervises, directs and coordinates staff. Coordinating/tracking of fiscal and operational goals, Delaware regulatory compliance, licensure; and standing/image in the Community.

SELECTED ACCOMPLISHMENTS:

- Fiscal improvement; *took Facility from a \$60k average monthly loss to a positive bottom line with new cost controls.*
- Established Position Control; *reduced \$50K+ monthly expenditure on agency staff to no agency usage.*
- Increased licensed beds from 171 to 181; *increased occupancy to 96%; increased Medicare occupancy from 4% to 22%.*
- Facility Renovations; Coordination of \$300K+; including new roof, flooring, lighting, resident rooms, major equipment replacement, grounds.
- Stabilized staffing and implemented Position Control; reduced turnover to 5.1%, reduced vacancy rate from over 40% to 4.5%.

***GENESIS HEALTH CARE CORPORATION, INC., Kennett Square, PA (2000-2008)***

**Administrator - Transitional Care Unit, Peninsula Regional Medical Center - Salisbury, MD (2002-2008)**

Senior position in a sub-acute setting within an acute care hospital; reported to a regional VP. Handled all day-to-day functions and operations of the unit. Supervised, directed and coordinated functions of staff in the Unit. Oversaw all operational issues for resolution and follow up; ensured that customers and families received the highest quality of service.

SELECTED ACCOMPLISHMENTS:

- Four Annual State Surveys; *no deficiencies*
- Four State QA Surveys; *no deficiencies*
- Rated by *Consumer Reports* as one of the "Top 10 Facilities" in Maryland, August 2006.
- Joint Commission on Accreditation of Healthcare Organizations Survey; *no deficiencies*
- Met and exceeded revenue goals each year; *kept ops expenses below budget.*

**Administrator in Training for Long Term Care – Salisbury Center- Salisbury, MD (2000-2002)**

Senior position in 350-bed Rehab/ElderCare hospital, reporting to the regional VP and on-site administrator. Assists with operations of the Center. Takes responsibilities of the administrator in his absence and at other times as designated. Supervises, directs and coordinates functions of departments in the Center. Focus on training in long-term regulations and meeting requirements of AIT Program to obtain Licensure.

SELECTED ACCOMPLISHMENTS:

- Coordinated JCAHO activities to remove all Type I deficiencies.
- Assisted with annual survey and removal of all cited deficiencies.
- Established a recruitment/retention program that resulted in 90% reduction in RN vacancies and elimination of use of agency for CNA positions.
- Coordinated all training and placement of new CNA's.
- Revamped admission process resulting in improving occupancy levels to 97%.

***CAREFIRST BLUE CROSS BLUE SHIELD, Owings Mills, MD (1996-2000)***

**Special Assistant to the President (Chief of Staff position)**

Senior Executive position reporting to the President/CEO. Managed day-to-day operations of President's Office. Maintained contact with all corporate entities, partnerships, and key divisions reporting to the President; e.g. Finance, Medical, Legal, Marketing, Operations, and analyzed and integrated all information originating from these sources for the Presidents' review. Reviewed and monitored operating reports regularly with focus on budget compliance, corrective measures and outcomes, and comparison to business plan goals. Coordinated strategic and special project management, functioning as administrative liaison as needed.

**Elliott Neal White**

**Page Three**

**SELECTED ACCOMPLISHMENTS:**

- Assisted with integration of BCBS of DC (merger) and assisted in merger with BCBS of DE.
- Designed/maintained integrated tracking system for critical issues, key projects, monthly operational reports and statistics; e.g., consolidation with DC, Cost of Care compliance with Financial/Strategic Plan, Medicaid/Medicare reimbursement issues and Exit from Market, Brand issues, FEP, Performance Indicators, IT issues.
- Managed key presentations and meetings, reports for Board of Directors and ensured CareFirst Blue Cross Blue Shield was properly represented before groups such as the BCBS Association, Med Chi, Maryland Hospital Association, Legislative Committees, as well as various task forces and community organizations, including content and function of planning retreats for executive team and board.

**GLASS HEALTH SYSTEMS, INC., Baltimore, MD (1990-1996)**

**Vice President - Operations**

Managed all owned and contracted inpatient facilities. Exercised oversight of licensure of all outpatient facilities (total 11 facilities in & outpatient). Directed regulatory compliance, staffing, clinical and support services, purchases, and development of new projects.

**President - Gundry-Glass Hospital (1993-1996)**

Directed overall day to day operational management of all systems; directed, supervised and coordinated all departments and activities related to the overall medical, clinical, systems and support of hospital patient programs; inclusive of strategic planning.

**LIBERTY MEDICAL CENTER, INC., Baltimore, MD (1986-1990)**

**Vice President for Operations**

Directed 17 departments; reported to the CEO; managed the day-to-day operations of the hospital and maintained nursing and physician relationships.

**BON SECOURS HOSPITAL, Baltimore, MD (1979-1986)**

**Assistant Director 1982-1986**

**Administrative Assistant 1979-1982**

**ST. JOSEPH HOSPITAL, Baltimore, MD (1978-1979)**

**Administrative Resident (Part of Masters requirement)**

**MONTGOMERY GENERAL HOSPITAL, Olney, MD (1973 – 1976)**

**Various Positions in Clinical and Business Office prior to attending Graduate school at George Washington University in 1976**

**EDUCATION**

AIT - Genesis; Salisbury Rehab and Nursing Center, Salisbury, MD, 2000

MHA – Hospital Administration, George Washington University, Washington DC, 1976 - 1979

BA – Arts and Sciences, University of Maryland, College Park, MD, 1973

U.S. National Guard – Sergeant, Military Police; Honorable Discharge, 1970 - 1976

**PROFESSIONAL AFFILIATIONS**

Health Facilities Association of Maryland; Life Span; Leading Age  
American College of Healthcare Executives

Former Chairman, Board of Elections Supervisors, City of Salisbury

Chamber of Commerce; Legislative Committee, past co-chairman

President's Association of the American Management Association

National Multiple Sclerosis Society, MD Chapter; past Board member

Combined Health Agencies; past Board member

Mental Health Association; past Board member

December, 2019